



2018-2023 Strategic Planning Subgroup Submission

Submitted by: Brand Identity Subgroup

Date: 5/25/2017

Summary of Goals and Strategies.

Goal 1: To cultivate a fierce pride in Radford University among internal constituents (current staff, students & faculty) through a shared understanding and experience of the Highlander identity and values (responsive, resilient, real).

Strategy 1.A: Establish The Center for Highlander Engagement

Strategy 1.B: Establish a Highlander Advisory Board

Strategy 1.C: Provide training and guidance to current faculty and staff to help them understand, practice and incorporate into their activities the Highlander identity and values (responsive, resilient, real).

Strategy 1.D: Provide training and guidance to current students to help them understand, practice and incorporate into their daily activities the Highlander identity and values (responsive, resilient, real).

Strategy 1.E: Increase visibility of Highlander identity around campus

Goal 2: Integrate the Highlander brand identity and values (responsive, resilient, real) into communications with external constituents (e.g. alumni, employers, prospective students, family members etc).

Strategy 2.A: Identify opportunities for brand communication alignment

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Strategy 1.A: Establish The Center for Highlander Engagement

- Coordinate all Highlander activities.
- Promote Highlander identity and values across *all* campus experiences.
- Develop a five-year internal communication and activity plan
- Establish a website and social media channels.

Key Performance Indicators

1. Successfully recruit a center director and produce a 5-year communications and activity plan by Fall 2018. [Human Resources & Director of Center]
 1. Identify communication targets (e.g. 10 new social media posts per week or activities that reach 50% of student body per semester.)
2. Monitor Highlander brand consistency across campus
 1. Identify inconsistent communications to form a baseline by Fall 2018
 2. Establish key priorities for Highlander brand consistency by Fall 2018 (e.g. athletics)
 3. Help departments identify opportunities to align communications with Highlander identity and provide implementation guidance and support (ongoing).
3. Improvement in Radford University internal constituents' levels of awareness, comprehension, credibility and pride of the Highlander identity and core values.
 - Baseline will be established through surveys conducted Fall 2018.
 - Yearly improvements of 10% from the baseline.
 - Responsibility lies with Director of Center to identify existing surveys and coordinate with the relevant departments (e.g. the faculty morale survey with Academic Assessment and Faculty Senate and student retention survey with Academic Assessment and New Student Programs) and to oversee the administration of new surveys as needed (e.g. survey of A/P and Staff surveys with Human Resources, A/P Senate and Staff Senate).
 - Survey question examples (typical brand research questions):
 - Unprompted awareness: What do you think Radford University's identity is? [open-ended and coded].
 - Prompted awareness: How familiar are you with the Highlander identity? [scale]
 - Comprehension: What do you believe the Highlander identity stands for? [open ended and coded].
 - Credibility: To what degree do you believe your experience at Radford University reflects this identity? [scale]
 - Pride: Please rate how proud you feel today to be a RU student. [scale].

Cost: Annual operating cost of approximately \$185,000

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Strategy 1.B: Establish a Highlander Advisory Board

- Advise the Center of Highlander Engagement on ongoing success of activities and help identify new activities

Key Performance Indicators

- Successfully recruit a minimum of 15 advisory board members from among current staff, faculty and students by Spring 2018. [Director of Center]
- Establish and assign roles and responsibilities. For example:
 - Identify opportunities to better incorporate Highlander values into all areas of campus life, including the curriculum, teaching practices, student life etc
 - Serve as advocates for Highlander values in the greater Radford University community
 - Identify ways to *align* student, faculty & staff incentives with execution of Highlander identity and values (e.g. w.r.t. tenure and promotion considerations or student grading etc).
- Host first meeting in Spring 2018 and at least one meeting per semester thereafter with minimum of 75% attendance [Director of Center].

Cost: Annual operating cost of approximately \$10,000

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Date: 6/8/17

Goal 1: To cultivate a fierce pride in Radford University among internal constituents (current staff, students & faculty) through a shared understanding and experience of the Highlander identity and values (responsive, resilient, real).

Strategy 1.C: Provide training and guidance to current faculty and staff to help them understand, practice and incorporate into their activities the Highlander identity and values (responsive, resilient, real).

- Develop, update and maintain an in-house training program for faculty and staff
- Execute mandatory workshop(s) for all faculty and staff over the next 5 years

Key Performance Indicators

1. Develop a training course [with RU Able & Human Resources] by end of Spring 2018
2. Pilot the course in Fall 2018
3. Ensure 90% of all faculty and staff taken the workshop by end 2023

Cost: Annual cost of approximately \$40,000

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Goal 1: To cultivate a fierce pride in Radford University among internal constituents (current staff, students & faculty) through a shared understanding and experience of the Highlander identity and values (responsive, resilient, real).

Strategy 1.D: Provide training and guidance to current students to help them understand, practice and incorporate into their daily activities the Highlander identity and values (responsive, resilient, real).

- Develop and pilot a Highlander module for inclusion in existing UNIV 100 course for Fall 2018 [with New Student Programs]
- Staff and launch the module for all incoming Freshmen from Fall 2019

Key Performance Indicators

1. Ensure 90% of new Radford University undergraduate students have successfully completed the module before graduation by 2023

Cost: Annual operating cost of approximately \$202,000

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Strategy 1.E: Increase visibility of Highlander identity around campus

- Current students, staff and faculty to receive high quality Highlander branded items (e.g. portable power bank; earbuds; sweatshirt; laptop sleeve) each year
- Ongoing improvement to services that execute Highlander values in a student, staff and faculty daily activities (e.g. Highlander branded campus bikes or umbrellas).
- Physical campus improvements that support the Highlander spirit and three values (e.g. porch swings or hammocks in public outdoor areas)
- Support existing and introduce new Highlander campus spirit events

Key Performance Indicators

1. Successful distribution of promotional items each year to 90% of staff, faculty and students
2. Identify Fall 2018 “visibility” baseline of Radford University/Highlander branding
 - For example, a weekly or monthly audit that counts the number of promotional items seen in Hulbert Hall with a goal of doubling the number by 2023
3. Establish a baseline and work to increase attendance of Highlander experiences and services such that 50% of all faculty, staff and students have participated in at least one event by 2023.

Cost: Annual operating cost of approximately \$300,000

NOTE: Per Task Force acceptance, include in narrative.

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Goal 2: Integrate the Highlander brand identity and values (responsive, resilient, real) into communications with external constituents (e.g. alumni, employers, prospective students, family members etc).

Strategy 2.A: Identify opportunities for brand communication alignment

- Identify and prioritize opportunities among current external communications activities and external constituents for Highlander brand identity message alignment

Key Performance Indicators

1. Audit all current externally focused communication activities and evaluate them based on the degree to which they already represent the Highlander identity and values by end Spring 2018. (Director of Center for Highlander Engagement together with VP University Advancement and VP University Relations).
2. Improvement in Radford University external constituents' levels of awareness, comprehension, credibility and pride of the Highlander identity and core values.
 - Baseline will be established through analysis of University Relations' Fall 2014 Branding and Marketing quantitative analysis and surveys and update survey to be conducted Fall 2020.
 - Yearly improvements of 10% from the baseline.
 - Responsibility lies with Center Director as well as University Advancement and University Relations to identify existing market research surveys and to oversee the administration of new surveys as needed.
 - Survey question examples (typical brand research questions):
 - Unprompted awareness: What do you think Radford University's identity is? [open-ended and coded].
 - Prompted awareness: How familiar are you with the Radford University Highlander identity? [scale]
 - Comprehension: What do you believe the Radford University Highlander identity stands for? [open ended and coded].
 - Credibility: To what degree do you believe your experience with Radford University reflects this identity? [scale]
 - Pride: Please rate how proud you feel today to be a Radford University [alum/employer...] [scale].

Cost: One-time cost of approximately \$75,000